



FUNDAMENTALS OF HR MARKETING RESEARCH OF THE RURAL LABOUR MARKET IN LABOUR-SURPLUS REGIONS

Kholmuminov Shayzok Rahmanovich,

Professor, Department of Labour Economics,
Tashkent State University of Economics

Abstract. *The article outlines the methodological foundations of HR marketing research of the rural labour market in labour-surplus regions of the Republic of Uzbekistan in the conditions of the functioning of a socially oriented market economy. The work examines the interrelated stages of HR marketing research in order to obtain reliable marketing information about the demand and supply of labour in the rural labour market: identifying problems and forming the goals of HR marketing research, collecting and analyzing information on the main elements of the rural labour market, determining the volumes and reasons disproportions between the demand and supply of the rural labour force, determining the scale, forms and causes of rural unemployment, developing targeted measures to reduce rural unemployment and improving its qualifications, determining the volumes and structures of new specialties and professions required, reconciling the proportions between the demand, supply and price of labour villages, multivariate forecast for the main components of the rural labour market, production, placement and sale of advertising products and preparation of strategic plans for marketing activities of rural employment promotion centers.*

Introduction

Currently, statistics do not fully reflect the indicators of demand and supply of labour in the rural labour market. There is also no reliable methodology for accounting for jobs and unemployment. In this regard, the problem of determining the volume and causes of the disproportion between the demand and supply of labour remains challenging.

Regulation and provision of rational employment of the rural population on the basis of market mechanisms is carried out on the basis of constant analysis of the demand and supply of labour with the help of highly reliable information. The solution of these problems on the basis of HR marketing research gives its positive results.

The works of many domestic and foreign scientists are devoted to the problems of using marketing research [1-6]. The well-known American economist Kotler (1991) offers a rather detailed definition: "Marketing research is a systematic determination of the range of data required in connection with the marketing situation in front of the company, their

collection, analysis and report on the results". It is most widely used in trade and logistics. However, comparatively little marketing research of labour supply and demand is carried out [7; 8].

In developed countries, marketing research is widely used in the study of commodity supply and demand. In Uzbekistan, marketing has been formed as a separate science, which is effectively used in the analysis of markets for securities, investments and scientific developments. However, HR marketing research is practically not used in the study of the main elements of the rural labour market [9; 10]. Therefore, it is advisable to develop methodological foundations for HR marketing research when studying the main components of the rural labour market, especially in labour-surplus regions where the unemployment rate is high.

Materials and methods

Personnel marketing not only studies the present and future state of demand and supply of labour, but also serves as the main



mechanism for regulating employment of the population. With the help of the latter, the necessary information about the rural labour market is collected and analysed, as well as the volume, the list of new professions and the main directions of professional development and retraining are determined.

The main goal of HR marketing is to study the optimal proportion between demand and supply of labour. This is of great socio-economic importance in ensuring rational employment of the rural population and reducing unemployment.

HR marketing research in rural employment centres in Uzbekistan is conducted in several ways. Small and medium-sized employment promotion centres may request the planning and conduct of such research from teachers or researchers at a local educational or research

institution, or they may hire a specialized organization for this. In large employment promotion centres, it is advisable to conduct HR marketing research with the help of newly formed departments in this area. Such a department may have from one to several dozen employees, based on the scale and complexity of collecting and analysing marketing information. The managers of such departments are directly subordinate to the deputy director of the employment promotion centre for marketing. Among the employees of the department should be: developers of the research program, statisticians, sociologists, psychologists, specialists in digital technologies and others who, on the basis of the bank of statistical methods and the bank of economic and mathematical models, carry out a systematic analysis of personnel marketing information (Fig. 1).

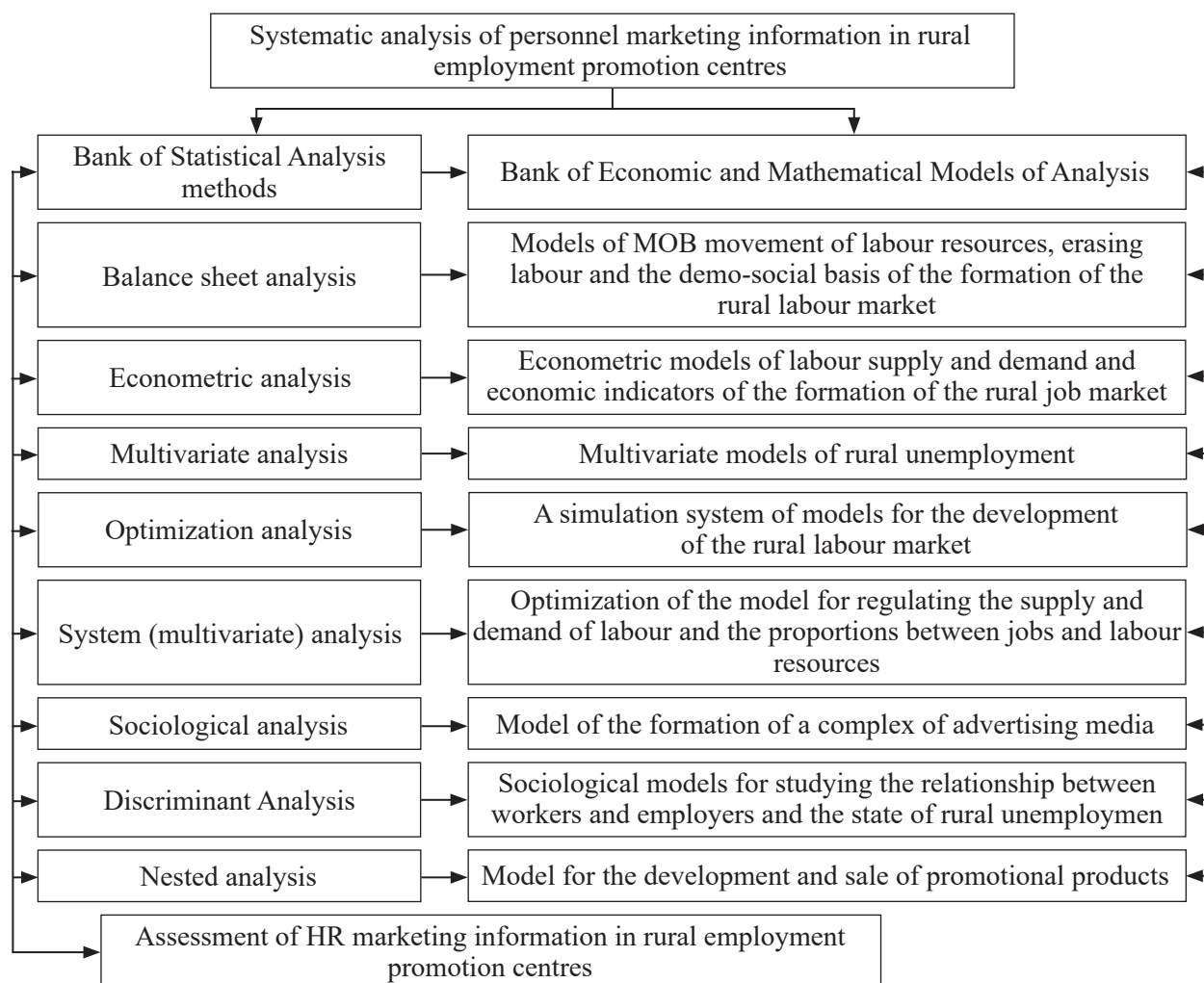


Figure 1. System analysis of personnel marketing information in rural employment promotion centres



To obtain reliable marketing information about the demand and supply of labour, it is necessary to conduct HR marketing research using interrelated stages (Fig. 2).

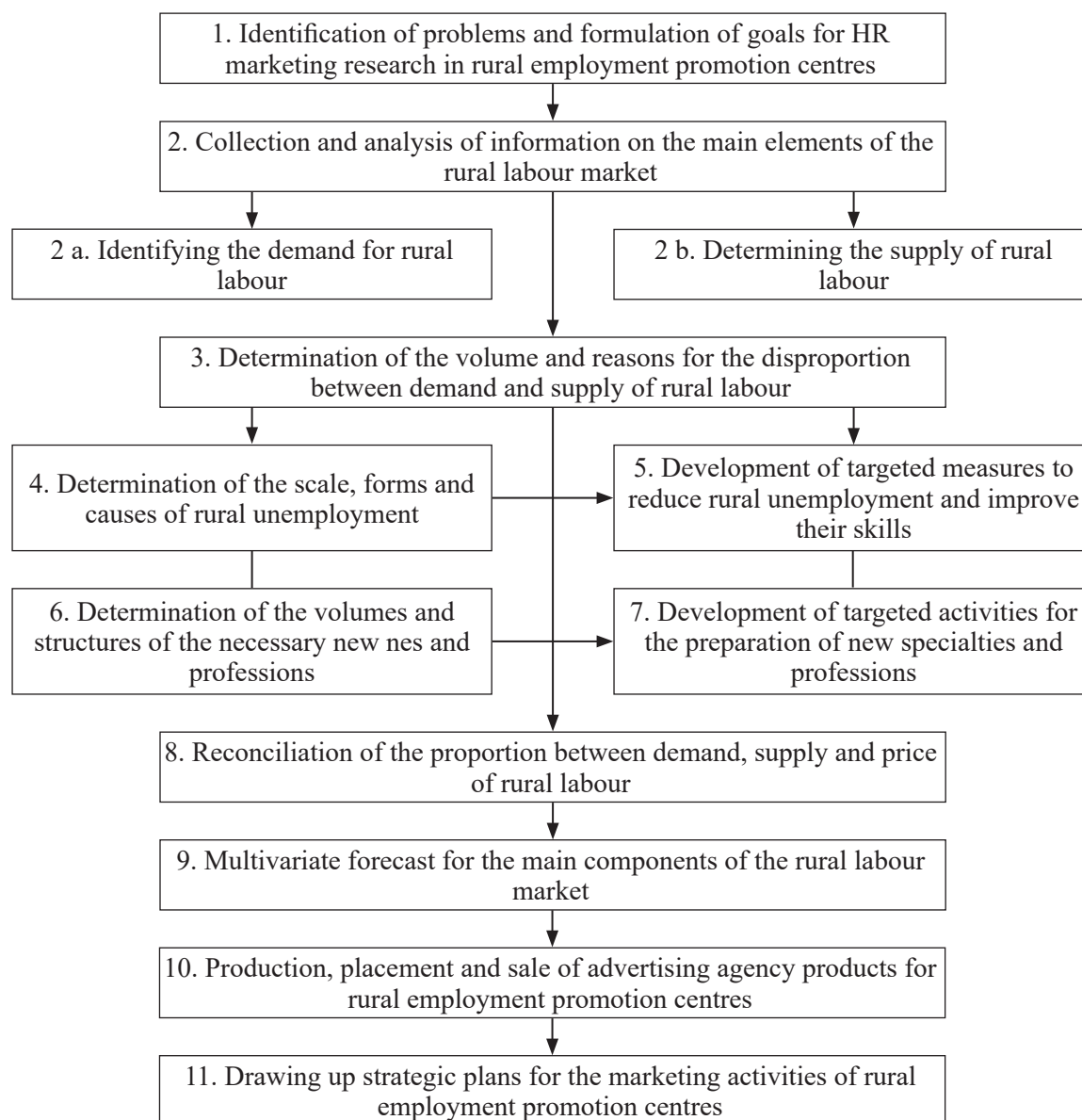


Figure 2. Stages of HR marketing research in rural employment promotion centres

At the first stage, problems are identified and the goals of HR marketing research are formulated. A complex and difficult to solve problem in this study is the search for reliable information about the supply and demand of labour. Important problems are: meeting the demand for labour; reducing the number of unemployed in social production, that is, bringing to a minimum the unsatisfied part of the supply of labour for the sale of their ability

to work. The purpose of the study is to develop strategic measures to harmonize the proportions between demand, supply and price of labour in the rural labour market.

At the second stage of HR marketing research, information is collected and analysed on the state of the main elements of the rural labour market. The researcher can collect secondary and primary information, one and the other at the same time. Secondary



information is generated from internal and external sources.

Internal sources are the annual reports of enterprises, the results of HR marketing research, messages from the employment promotion service, reviews of advertising consumers, etc. External sources are data from statistical collections on the branches of the rural economy and labour, the international labour organization, labour statistics, periodicals, marketing organizations. This also includes information obtained from exhibitions and fairs of jobs, conferences and meetings on employment and the labour market.

If secondary data does not provide sufficient information to meet the research objectives, it is necessary to collect primary data and conduct so-called field HR marketing research. The following methods are used: sociological surveys; individual or group interviews; observation of employers '(entrepreneurs') behaviour and its registration; expert assessments.

In the process of systematic analysis of the collected information on the state of rural labour markets in labour-surplus regions, the following methods are used: next step quantitative methods of HR marketing research:

- *multi-factor methods* most often, factor analysis and cluster analysis are used to justify marketing decisions based on multiple interrelated variables. For example, determining the volume of demand for labour depending on the supply, price and competitiveness of labour, the number of available and created jobs, the scale of advertising and its costs, and other elements of the marketing mix;

- *regression and correlation methods*, they are used to establish relationships between groups of variables that describe marketing activities in the Internet. 1 centrah employment promotion;

- *simulation methods* they are used when variables that affect the personnel marketing situation (for example, describing competition in the use of rural labour) do not lend themselves to analytical solutions;

- *methods of statistical theory* decision-making methods (game theory, queuing

theory, stochastic programming) are used to stochastically describe the response of employers to changes in the situation in the rural labour market;

- *deterministic methods* operations research (primarily linear and non-linear programming) is used when there are many interrelated variables and it is necessary to find an optimal solution, for example, options for rational employment of labour resources, considering the reduction of unemployment in rural areas;

- *hybrid methods*, combining deterministic and probabilistic methods, which are used primarily for the study of distribution and reallocation problemsI rural labour force;

- *program-specific method* It is a set of tools of economic and mathematical analysis and forecasting, sociological survey and expert assessment used in the development of targeted current and prospective measures for personnel marketing activities in rural employment promotion centres.

The above groups of quantitative HR marketing research methods do not exhaust all their diversity; more than 60 methods can be used in the study. At this stage of marketing research, the above-mentioned methods are used to determine the scale of demand, supply, and prices for rural labour.

At the third stage, human resources marketing research examines the causes and extent of the disparity between supply and demand in the rural labour market. Balance sheet, econometric, and sociological methods of analysis and expert evaluation are most often used here.

At the fourth stage, personnel marketing research identifies the scale and causes of hidden, seasonal, technological, functional, structural and other forms of rural unemployment and identifies key points that delay the employment of the unemployed working-age population.

At the fifth stage, a set of targeted measures is being developed to reduce the rural unemployment rate and improve the professional training and retraining of employees.

At the sixth stage, personnel marketing research determines the scope and structure



of new specialties and professions based on the needs of local and foreign employers who produce competitive agricultural products and provide service services.

At the seventh stage, a set of targeted measures is being developed to train new specialties and professions in connection with the restoration and development of new forms of ownership, in particular the formation of farms, joint-stock companies, joint-stock companies and many others that previously did not function in rural areas.

At the eighth stage, this is a crucial point, quantitative and qualitative coordination of the proportions between the demand, supply and price of labour is carried out, which are determined on the basis of the final results obtained at the previous stages. Here it is advisable to apply the program-target method of studying the situation in the rural labour market.

At the ninth stage, using simulation and optimization models, a multivariate forecast of the main elements and components of the formation and development of rural markets for jobs and labour is carried out. In addition, the optimal options for the development of the micro – and macro-marketing environment of the employment service in the forecast period are determined.

At the tenth stage, measures are being developed for advertising activities that are implemented with the help of an advertising agency created with the support of rural entrepreneurs. employment promotion agencies. It has four divisions: the creative department, which develops and produces ads; the advertising media department, which is responsible for selecting advertising media

and placing ads; the research department, which studies the characteristics and needs of rural labour markets and jobs; and the commercial department, which deals with the agency's commercial activities based on labour agreements for the purchase and sale of hired labour in rural areas.

At the eleventh stage, personnel marketing research and strategic plans for marketing activities are drawn up employment promotion departments using all the information obtained in the previous stages.

Thus, with the help of HR marketing research, information on labour supply and demand is collected and evaluated, which serve as a database for implementing a set of models for the problem under study.

Results

As a result of testing the proposed methodological foundations of personnel marketing research, forecast indicators of demand and supply of rural labour in Uzbekistan until 2025 were calculated by increasing the organization of jobs in agricultural clusters, cooperatives, farmers and private subsidiary farms and increasing employment of the rural working-age population.

Effective organization of agricultural clusters and cooperatives will have a direct positive impact on increasing the demand for labour in the agricultural sector of the economy in the future and reducing the supply of it. Thus, in 2020, the demand for labour in the agricultural sector was 96,887 people. According to our calculations, the demand for labour in this sector of the economy is expected to increase in the near future. That is, by 2025, the volume of demand for labour in agriculture will reach 112,713 people (Table 1).



Table 1. Forecast of demand and supply of labour force 's agricultural clusters and cooperatives and other sectors of the rural economy of the Republic of Uzbekistan

No.	Agricultural sector name	Indicators and units	2020 year (report)	Forecast period					The change in 2025 compared from 2020 city of	
				2021	2022	2023	2024	2025	+; -	%
I of.	Total for the agricultural sector, including:	the demand for labour, people	96887	99524	102161	104798	107435	112713	+ 15826	116,3
		the supply of labour, people	112442	115789	119136	122483	125830	132525	+ 20083	117.9
1.1.	For agricultural clusters - total, including:	the demand for labour, people	71025	74010	76995	79980	82965	88940	+ 17915	125.2
		the supply of labour, people	77513	82854	88195	93536	98877	109563	+ 32050	141.3
1.1.1.	Cotton-textile	the demand for labour, people	35673	38028	40384	42739	45095	47450	+ 11777	133.0
		the supply of labour, people	41400	44235	47070	49905	52740	55575	+ 14175	134.2
1.1.2.	Grain growing	the demand for labour, people	3043	3118	3192	3266	3341	3415	+ 372	112.2
		the supply of labour, people	3500	3563	3627	3690	3753	3816	+ 316	109.0
1.1.3.	Livestock	the demand for labour, people	10374	10721	11067	11413	11759	12552	+ 2178	121.0
		the supply of labour, people	12041	12474	12907	13340	13773	14639	+ 2598	121.6
1.1.4.	Fruit and vegetable	the demand for labour force, man	16607	17249	17890	18532	19173	20556	+ 3949	123.8
		the supply of labour, people	19275	20071	20866	21662	22457	24048	+ 4773	124.8
1.1.5.	Sericulture	the demand for labour, people	1826	1936	2047	2158	2269	2490	+ 664	136.4
		the supply of labour, people	2121	2255	2390	2524	2659	2928	+ 807	138.0
1.1.6.	Fishing	the demand for labour, people	1196	1204	1212	1221	1229	1245	+ 49	104.1
		the supply of labour, people	1388	1400	1413	1426	1439	1464	+ 76	105.5
1.1.7.	Agritourism	the demand for labour, people	831	871	910	949	988	1067	+ 236	128.4
		the supply of labour, people	964	1013	1061	1110	1158	1255	+ 291	130.2
1.1.8.	Medicinal plants	the demand for labour, people	568	589	609	630	650	712	+ 144	125.4
		the supply of labour, people	620	651	682	713	744	837	+ 217	135.0
1.2.	Agricultural cooperatives	the demand for labour, people	4811	4909	5008	5106	5204	5302	+ 491	110.2
		the supply of labour, people	5292	5401	5509	5617	5725	5942	+ 650	112.3
1.3.	Farming, private and subsidiary plots	the demand for labour, people	24192	24822	25452	26081	26711	27971	+ 3779	115.6
		the supply of labour, people	25701	26663	27624	28586	29547	31470	+ 5769	122.4
II.	Non-agricultural industries	the demand for labour, people	196118	206744	217370	227996	238622	259874	+ 63756	132.5
		the supply of labour, people	238718	252349	265980	279611	293242	320504	+ 81786	134.3
		the demand for labour, people	293006	306269	319533	332796	346060	372587	+ 79581	127.2
		the supply of labour, people	353989	373797	393605	413413	433221	453029	+ 99040	128.0
	In rural areas - total									



The share of clusters in the structure of the generated demand for labour in agriculture is high, and the volume of new demand for labour will increase from 71,025 (2020) to 88,940 people. (2025). During this period, the volume of demand for labour force formed in agricultural cooperatives will increase from 4,811 to 5,302, respectively, and the volume of demand for labour force formed in private farms, farms and other farms will increase from 24,192 to 27,971 people.

During the forecast period, the volume of demand for labour formed in the non-agricultural sector will increase from 196,118 (2020) to 259,874 people. (2025).

The results of HR marketing research show that an increase in demand for labour in the agricultural sector of Uzbekistan's economy leads to an increase in the supply of unemployed rural working-age population. According to our calculations, the labour supply in the agricultural sector in 2020 is 112,442 people. This indicator in 2025 reached 132,525 people, the average annual growth is 8.9%, and in comparison with the demand for labour – 7.2%.

Thus, in the short term, the growth rates of new labour supply will be ahead of the demand for it. The latter directly affects the slow rate of decline in informal employment of the rural working-age population in the Republic of Uzbekistan (Table 2).

Table 2. Forecast of informal employment in rural areas of the Republic of Uzbekistan, thousand people

No	Indicators name	2020 (report)	Forecast period					In 2025 by 2020, %
			2021	2022	2023	2024	2025	
one	The number of people employed in rural areas - total	10238.1	10442.9	10651.8	10864.8	11082.1	11303.7	110.4
1.1	Including informal sector	6337.4	6109.1	6060.9	5943.0	5884.6	5753.6	90.8
1.1.1	Share of the informal sector, %	61.2	58.5	56.9	54.7	53.1	50.9	x

Table 2 shows that the number of employed in rural areas in 2020 amounted to 10,238.1 thousand people, and by 2025 this figure will reach 11,303.7 thousand people. Due to the special attention paid to the organization of new jobs in agricultural clusters and cooperatives, as well as private farms, there is a decrease in the number of informal employment by 583.8 thousand people. In particular, in 2020, 61.2% of the working-age population in rural areas were employed in the informal sector, and by 2025 this figure will be 50.9%.

Discussion

The effectiveness of this methodology cannot be assessed in the classical way of comparing costs and benefits. It is advisable to assess the effect of applying the methodology by the dynamics of the level of the proportion between the demand and supply of labour, highlighting the impact on it of the measures taken. It is advisable to apply the proposed methodology to the rural labour market in the labour-surplus rural regions of our republic and other countries of Central Asia.

In rural areas of Uzbekistan, there is a sharp imbalance between the demand and supply of labour. In this regard, more than 20% of the working-age population is unemployed, of which 10-15% are considered poor. Therefore, based on the results of HR marketing research in the rural labour market, it is advisable to develop the following main activities:

- creation of new jobs in clusters, cooperatives and farms intended for agricultural production, considering the peculiarities of growing crops and production of livestock products;
- the organization of new jobs in the processing industry, construction, the provision of personal services and other sectors of the rural economy, where too costly local and foreign investments are not required in comparison with other types of labour activity;
- development of family entrepreneurship in the areas of agricultural production, where it is possible to organize the least costly jobs and get a high labour income;



- expanding the area of employment in small business and private entrepreneurship by providing various means of financial and economic support, including tax incentives;

- creation of a complex of conditions for internal migration of the rural working-age population with the involvement of regional funding entities;

- an increase in the volume of organized export of rural labour for specific foreign employers, especially agricultural ones, on the basis of labour agreements (contracts) that meet the norms of international labour law;

- increasing the efficiency of not only the state employment service, but also private structures involved in the employment of the unemployed, through organizational and economic measures;

- development of a strategy for ensuring rational employment of the rural working-age population on the basis of a complex of personnel marketing research.

Conclusion

The proposed methodology makes it possible to determine specific measures for the implementation of effective solutions to reduce the supply of labour and increase its demand, the formation of an optimal proportion between the labour force and job markets, the formation of rational employment and the reduction of unemployment in rural areas of labour-surplus regions of Central Asia.

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